

Strategic Roadmap

FY2021 to FY2023 Project List

Revised June 1, 2021



City Council adopted the original Roadmap on January 28, 2020.
City Council adopted this updated Roadmap on June 1, 2021.

About the Roadmap

The Roadmap starts with a shared Hayward vision for 2024. From that shared vision, we identified six core priorities required to achieve the vision. To accomplish each priority, we developed key projects, named responsible departments, and created a timeline.

Strategic Vision

By 2024, Hayward is growing in population and stature. Existing residents are proud to call Hayward home, and it is becoming a community of choice for new families and employers.

Hayward attracts new, higher-paying jobs, allowing existing and new residents to live and work in the same community. Because demand is high, blighted properties are re-developed and occupied. Hayward's attractive downtown and neighborhood business corridors draw people from across the region, featuring unique and locally-owned restaurants, music and art, outdoor dining, and inviting public spaces.

Diverse families live in healthy, 'complete communities' with stable housing, safe streets, excellent schools, and inclusive neighborhoods. Hayward has started construction of thousands of new housing units at all income levels. To reduce displacement of existing residents, the City is especially focused on affordable housing options, with many new high-density developments located near transit. The number of people without housing has decreased, and they are able to access the necessary social services to thrive.

Hayward continues to be a leader in climate resilience, reducing its carbon footprint, improving its sustainable practices, increasing green spaces, and preparing residents to face the impacts of climate change. Hayward has prioritized active transportation and multi-modal corridors over a reliance on cars and roads. As a result, the City sees less traffic, less pollution, and less speeding. Clean, leafy and landscaped corridors are more walkable and bikeable.

Internally, employees feel city-wide priorities are aligned to their work and are able to grow and thrive in their roles. Employees from diverse backgrounds are recruited, retained and celebrated, and staff provide culturally informed services to our community. The City is streamlining processes and using technology more effectively to provide better customer service. Hayward is also developing important partnerships between education institutions, transit services, and other regional agencies.

Overall, there is a rising sense of pride among employees and residents alike. While there is much more to do, the City of Hayward is a place where people want to be.

City of Hayward Strategic Roadmap
Preserve, Protect, and Produce Housing for All

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
1	Sustain the Navigation Center to House and Support People who are Homeless						
1a	Identify Sustainability funding source for the navigation center					CSD	FIN
1b	Oversee operations of the Navigation Center (i.e. funding administration, contract management, data collection, and performance monitoring)					CSD	
2	Create a Homelessness Reduction Strategic Plan						
2b	Implement the Homelessness Reduction Strategic Plan					CSD	
3	Provide winter temporary shelters						
3a	Partner with Alameda County to transition from Winter Warming Shelters to Winter Shelters (open nightly, regardless of temperature)*					CSD	DSD, HSD, PL
3b	Continue partnership with Alameda County to implement Winter Shelters*					CSD	
4	Implement housing incentives and production work plan in accordance to state housing limits						
4b	Amend Density Bonus Ordinance**					DSD	
4c	Update Accessory Dwelling Unit (ADU) ordinance**					DSD	
4d	Develop an Overlay Zoning District to allow RS zoned properties (single family residential) to develop into a variety of housing types at densities permitted under the applicable General Plan designation					DSD	
4e	Explore program to convert tax-defaulted properties to affordable housing					H	
4f	Create marketing materials for incentivizing housing production					H	
4g	Expand emergency shelter sites in Hayward					H	
5	Evaluate the Affordable Housing Ordinance						
5b	Hold work session for potential revisions					H	
6	Expend the Affordable Housing Trust funds						
6b	Issue Notice of Funding Availability (NOFA) or establish programs consistent with Council funding priorities					H	

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
7	Recommend updates to the Rent Stabilization Ordinance						
7b	Monitor the implementation of the Rent Stabilization Ordinance and prepare a statistical report					H	
8	Pursue state housing funding opportunities						
8a	Identify and respond to regulations to ensure that Hayward or Hayward-supported projects qualify for state housing funding					H	All
8b	Apply for state housing funding to support strategic partnerships and Council priorities					H	All
9	Update the Housing Element Plan					DSD	
10	Implement a Soft Story Ordinance					DSD	
11	Covid-19 Response						
11e	Allocate and administer CDBG-CV funding for homelessness and housing services					CSD	H

**Preserve, Protect, and Produce Housing
Year 1 Completed Projects:**

2a	Create a Homelessness Reduction Strategic Plan modeled after an empowerment approach and best practices, as well as after Alameda County's EveryOne Home Plan
4a	Explore moderate-income financing model
5a	Add a section to Housing and Housing Development staff reports to track accomplishments of Housing Element goals and programs including progress toward meeting RHNA goals
6a	Hold a work session on establishing funding priorities for Affordable Housing Trust including the potential for affordable rental housing, homeownership, co-ops, and shelter opportunities
7a	Provide 6-month update on the implementation of Rent Stabilization Ordinance and recommend amendments
11a	Implement and monitor eviction moratorium
11b	Implement CV-19 rent relief program
11c	Analyze alternative rent increase thresholds
11d	Expand mediation services to tenants and landlords who need support developing a repayment plan for unpaid rent due to COVID

City of Hayward Strategic Roadmap
Grow the Economy

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
1	Update and implement a marketing plan, including an Opportunity Zone campaign						
1b	Implement the marketing plan					ED	CMR
2	Implement the Vacant Building Property Ordinance and develop a strategy to engage chronic vacant property owners and activate sites						
2b	Engage owners and encourage activation of vacant sites					ED	
3	Strengthen workforce development pipelines						
3a	Devise plan to maximize workforce development pipelines					ED	
3b	Re-establish the Business Engagement Program and referral process to Alameda County Workforce Development Department to address businesses' immediate workforce needs					ED	
3c	Collaborate with Hayward Unified, Eden Area ROP, Hayward Adult School, CSU East Bay, Chabot College, Life Chiropractic, the YSFB, and local nonprofits to assist in connecting their training, internship, and placement programs with local businesses					ED	
3d	Collaborate with workforce development partners to organize, host and sponsor job fairs, manufacturing/STEM career awareness events to support a local workforce pipeline					ED	
4	Deconstruct the former City Center building and commence discussions regarding future redevelopment of the City Center properties						
4c	Finalize disposition & development agreement					CM	DSD
4d	Implement disposition & development agreement					CM	DSD
5	Facilitate disposition and development of Route 238 Corridor lands**						
5a	Finalize planning on redevelopment of 6 remaining parcel groups					CM	DSD
5b	Finalize disposition & development agreements for all parcels					CM	DSD

Project		Proposed Timeframe				Departments	
	*Needs Funding **Statutory Requirement	Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
5c	Implement disposition & development agreements for all parcels					CM	DSD
6	Update and implement a revised cannabis ordinance to incorporate best practices to better support cannabis businesses					DSD	
7	Develop and implement a local minimum wage ordinance*					DSD	
8	Revise alcohol use regulations to support existing and encourage more full-service restaurants					DSD	
10	Revamp community preservation ordinance to combat blight and enhance neighborhood livability					DSD	
11	Explore a public art program and prioritize gateway locations					DSD	
12	Explore the concept of a business incubator with CEDC, CSUEB, Chabot College and the Chamber					ED	
13	Continue supporting business development through concierge service, incentives/grants/loans, collaborations with the chamber and SBA, and the newly updated events grants					ED	
14	COVID-19 Pandemic Response						
14a	COVID-19 Business Sector Reopening Assistance including providing consultations with businesses, information dissemination and new permit/process requirements to be consistent with evolving public health orders					ED	
14b	COVID-19 Restaurant Assistance including facilitating outdoor dining programs including the Together for Downtown Hayward program					DSD/ ED	CMR
14d	Sidewalk Vendor Ordinance					DSD	
15	COVID-19 Pandemic Recovery Business Assistance						
15a	COVID-19 Small Business Recovery & Equity Programs including exploration and establishment of grant program targeted to black and other minority-owned business. This may include providing enhanced technical assistance to comply with State and County reopening guidelines and grant funding to invest in required infrastructure.					ED	

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
15b	COVID-19 Retail Recovery Program including exploration and development of "Shop Local Gift Card Program" to promote small businesses, induce immediate cash flow and encourage small business adoption of e-commerce platforms					ED	
15c	Outdoor Gathering Permit established					DSD	
15d	Outdoor Dining Permit established					DSD	
15e	Temporary Outdoor Business Activities Permit					DSD	

Grow the Economy
Year 1 Completed Projects:

1a	Update the marketing plan
2a	Vacant Building Property Ordinance: Enforce ordinance
4a	City Center: Complete deconstruction
4b	City Center: Commence discussions on property redevelopment
9	Update form-based zoning codes along Mission Boulevard to streamline new development, focus commercial development where appropriate, and create a cohesively designed corridor
14c	COVID-19 Policy Development including a commercial eviction moratorium and cap on third-party delivery service provider fees assessed to restaurant and food establishments

City of Hayward Strategic Roadmap
Combat Climate Change

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
1	Reduce dependency on fossil fuels						
1c	Explore feasibility of banning natural gas in non-residential (commercial) buildings (for next code update)					PW&U	DSD, ED
1d	Prepare a plan to facilitate transition of natural gas appliances to electric in City Facilities					MS	PW&U
2	Work with EBCE to transition citywide electricity use to 100% carbon free (1)(2)					PW&U	MS
3	Transition electricity use in city operations to 100% renewable energy					PW&U	MS
4	Adopt & implement 2030 GHG Goal & Roadmap*					PW&U	DSD
5	Work with StopWaste to promote a Circular Economy and Explore Regulation of Single Use Products						
5a	Conduct outreach regarding single-use disposables					PW&U	DSD
5b	Develop ordinance regulating single-use food ware in restaurants and coordinate with county-wide efforts					PW&U	DSD
6	Plant 1,000 trees annually (500 trees per year by City staff, 500 additional trees by other partners (HARD, HUSD, CSU, Chabot, and private developers)					MS	DSD
7	Reduce Carbon Emissions - transition 15% of total city fleet to EV/hybrid models*					MS	PW&U
8	Adopt and implement the 2019 Building Code & Fire Code					DSD	FD
10	Update Tree Preservation Ordinance					DSD	MS

**Combat Climate Change
Year 1 Completed Projects:**

1a	Ban natural gas in new residential buildings
1b	Require EV charging infrastructure in new construction
8	Adopt and implement the 2019 Building Code & Fire Code
9	Complete Shoreline Master Plan

City of Hayward Strategic Roadmap
Improve Infrastructure

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
Multi-Modal Transportation							
1	Improve access and mobility in downtown Hayward						
1b	Prepare Downtown Specific Plan - Implementation Plan					PW&U	DSD
2	Implement major corridor traffic calming initiatives						
2b	Implement Hayward Boulevard traffic calming plan					PW&U	
2c	Complete Tennyson Road feasibility study					PW&U	
2d	Implement Tennyson Boulevard traffic calming plan					PW&U	
2e	D Street Traffic Calming Plan Feasibility Study					PW&U	
2f	Implement D Street Traffic Calming Plan					PW&U	
3	Develop and submit a Traffic Impact Fee					PW&U	
4	Increase transit options and ridership						
4a	Work with AC Transit Interagency Liaison Committee to make bus transit more convenient and reliable					PW&U	CSD
4b	Work with Alameda County Transportation Commission (ACTC) to develop a rapid bus project along Mission Blvd.					PW&U	DSD
4c	Work with Alameda County Transportation Commission (ACTC) to implement a rapid bus project along Mission Blvd.					PW&U	DSD
4d	Continue to require new development adopt transportation demand management strategies to reduce the use of single occupancy vehicles and encourage the use of alternative modes of travel						
4e	Continue to work with BART to encourage transit-oriented development on BART owned property in Hayward						
5	Maintain and improve pavement						
5a	Maintain Pavement Condition Index (PCI) at 70*					PW&U	
5c	Construct various OHHA pavement improvements					PW&U	
6	Develop a micro-mobility policy (eBikes, eScooters)					PW&U	

Projects		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
7	Improve Mission Boulevard as a key 'Gateway to the City'						
7b	Explore funding of Mission Boulevard Phase 2 and Linear Park					PW&U	
7c	Complete design of Mission Boulevard Phase 3 and construction*					PW&U	
8	Implement the Bike & Ped Master Plan						
8a	Add 2 miles of sidewalks per year*					PW&U	
8b	Add 10 lane miles of bike lanes per year					PW&U	
8c	Assess Safe Routes to School					PW&U	
8d	Implement Safe Routes School*					PW&U	
8e	Assess Safe Route for Seniors in the downtown area					PW&U	
8f	Implement Safe Route for Seniors in the downtown area*					PW&U	
8g	Conduct a feasibility study of Jackson Street Improvements*					PW&U	
9	Expand EV charging infrastructure for city fleet and employees*						
9b	Construct additional EV charging facilities					MS	PW&U
City Buildings & Facilities							
10	Investigate major municipal building upgrade needs						
10a	Conduct a site and cost analysis of a new Police building					PW&U	PD
10b	Conduct a needs assessment of upgrading the Corp Yard					PW&U	MSD
10c	Investigate funding options for new Police building and Corp Yard					CM	PW&U, FIN
11	Upgrade and maintain Airport infrastructure and facilities						
11a	Rehabilitate the pavement in phases					PW&U	
11b	Design, enclose, and construct open sections of Sulphur Creek adjacent to runways					PW&U	
11c	Design and construct Engineered Materials Arresting System (EMAS) at the departure end of Runway 28L					PW&U	
11d	Design and construct capital improvements to Airport hangars					PW&U	

Projects		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
12	Construct the fire station and Fire Training Center					PW&U	FD
Water Supplies, Sanitation & Storm Sewers							
13	Upgrade water system infrastructure						
13b	Replace an average of 3 miles of water pipelines annually					PW&U	
14	Update Water Pollution Control Facility Phase II Plan						
14a	Design the upgrade					PW&U	
14b	Construct the upgrade					PW&U	
15	Upgrade sewer collection system by replacing an average of 3 miles of sewer lines annually					PW&U	
16	Implement phase 2 of solar project and investigate interim usages of additional energy					PW&U	
17	Meet regulatory requirements for zero trash in stormwater by installing trash capture devices						
17a	Install trash capture devices					PW&U	
17b	Perform related trash reduction activities					PW&U	
18	Expand recycled water facilities						
18b	Develop a Recycled Water Master Plan					PW&U	
Information Technology							
19	Improve broadband network						
19a	Investigate the use of dark fiber					IT	
19b	Finalize implementation of fiber grant					CM	
19c	Complete installation of dark fiber					PW&U	IT

**Improve Infrastructure
Year 1 Completed Projects:**

1a	Implement downtown parking plan
2a	Complete Hayward Boulevard feasibility study
5b	Prepare OHHA pavement improvement program design and financing structure
7a	Complete construction of Mission Boulevard Phase 2
9a	EV charging infrastructure for city fleet and employees - Conduct analysis of future demand
13a	Develop and launch Advanced Metering Infrastructure (AMI) customer portal
18a	Complete RW project construction (initial phase)

City of Hayward Strategic Roadmap
Improve Organizational Health

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1 (20/21)	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
Fiscal Sustainability							
1	Maintain and expand fiscal sustainability						
1a	Evaluate an increase to the Transient Occupancy Tax					FIN	
1b	Continue to investigate funding tools and cost reduction strategies for PERS, other post employment benefits (OPEB) liability, and other health care costs					FIN	
1c	Redo the Business License Tax					FIN	
Racial Equity							
2	Develop and implement a racial equity action plan to best serve our community and support our employees (follow up action from the Committee for an Inclusive, Equitable, and Compassionate Community)						
2a	Create a language accessibility policy					CM, GARE	All
2b	Create a training policy					CM, GARE	All
3	Work across Strategic Roadmap priorities to include racial equity lens					CM, GARE	All
4	Continue city participation in the Government Alliance for Racial Equity					CM	All
Employee Engagement, Professional Development, and Retention							
5	Continue to support and build capacity for lean innovation throughout the organization					CMO	All
6	Perform staff resource allocation and workforce and prioritization analysis to support annual budget process and explore succession planning efforts*					FIN/H R	HR, All
6a	Develop talent acquisition plan for citywide and critical positions					HR	All
6b	Develop and Implement a Recruitment and Re-engineering Plan					HR	All
9	Continue employee engagement initiatives and develop employee recognition program(s)					HR, CM	
10	Interdepartmentally collaborate to formalize, expand and promote the onboarding program to improve new employee experience					HR	All

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
10a	Create an interdepartmental team to develop standards for creation of citywide operating protocols and desk manuals in preparation for loss of institutional knowledge					HR	All
10b	Develop a template/checklist departments can use to standardize and ease on-boarding					HR	All
10c	Continue the one-on-one coaching program including speed coaching events and establish a "buddy" System for new employees; explore new coaching and mentoring opportunities					HR	All
10d	Use technology to create efficiencies					HR	All
11	Develop talent development initiatives and training platform						
11a	Develop training academy to cultivate leadership skills					HR	All
11b	Develop training calendar to expand and share resources citywide					HR	All
11c	Explore a path to higher education for employees (i.e: working scholar's)					HR	All
11d	Develop an employee initiated talent development plan involving interdepartmental representation					HR	All
12	Develop a managerial course to cultivate leadership skills						
12a	Identify training areas					HR	All
12b	Roll out pilot course					HR	All
12c	Integrate with performance evaluations					HR	All
13	Centralize training platforms to reap greater use and efficiencies					HR	All
Efficient, Safe & Collaborative Work Environment							
14	Increase security footprint and reduce system outages						
14a	Establish an Information security awareness training and outreach program					IT	
14b	Upgrade water utility technology					IT	PW&U
15	Extract and publish data from existing city systems to assist in key decision making across the City as well as providing deeper access to our residents and stakeholders (data-driven).						
15a	Explore additional modules in Opengov to assist with visibility and awareness of current spending and future projections					IT	
15b	Implement new online planning and permitting solution					IT	DSD, PW&U

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
16	Deliver products and services that facilitate access to the city's technology-based tools beyond the confines of the office (mobile-focused)						
16a	Improve IT asset management program					IT	
16b	Establish new mobile device management solution					IT	
17	Identify, assess and upgrade systems, infrastructure, and technology to modern architecture and design (modernize technology and systems)						
17a	Replace aging fiber optic lines between City facilities					IT	
17b	Upgrade City network connections and speeds					IT	
18	Analyze and shift technology solutions and services to external web-based platforms and providers (cloud-first transition)						
18a	Assess current ERP solution, investigate new offerings available and implement appropriate solutions.					FIN	IT
Communications							
19	Maintain and expand communications efforts to better inform and gather input from the community						
19a	Conduct a website audit and update					CMR	
19d	Reconstitute the Citywide Communications Committee					CMR	
19e	Relaunch In the Loop					CMR	
19f	Issue an RFP for translation services					CMR	
19g	Explore using additional social media channels to broadcast City Council Meetings					CMR	
19h	Create a CRM operations desk manual					CMR	
19i	Conduct the Biennial Resident Satisfaction Survey					CMR	
19j	Continue working with local partners to promote and recognize Hayward events and accomplishments, as appropriate					CMR	
20	Employee Wellness during Covid-19						
20a	Develop and Implement COVID-19 Contract Tracking and Tracing Protocol					HR	
20b	Develop and Implement a COVID-19 Testing Protocol					HR	
20c	Develop and Implement a Citywide Safe Return to Work Strategy/Plan					HR/MS	ALL
20d	Enhance and Implement a more rigorous Employee Wellness Program					HR	

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
Covid-19 and Remote Work Response							
21	Remote work updates due to Covid-19						
21a	Develop and Implement a Virtual Training/Resource Communication Strategy					HR	All
21b	Develop, implement, and support remote technology and tools to transition the workforce to a WFH environment					IT	
22	Budget changes due to Covid-19						
22a	Ammend Budget to account for economic loss due to pandemic					FIN	All
22b	Apply for FEMA reimbursement					FIN	All

Improve Organizational Health
Year 1 Completed Projects:

1a	Evaluate an increase to the Transient Occupancy Tax
7	Increase employee homeownership by rolling out a down payment assistance program for City Staff
8	Re-engineer performance management process to align with organizational values
19b	Conduct a public opinion survey on the Transient Occupancy Tax
19c	Inform the public about the 2020 Census

City of Hayward Strategic Roadmap
Support Quality of Life

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
1	Oversee the rebuilding of the South Hayward Youth and Family Center (the Stack)*						
1a	Finalize financing					CM	Lib, CS
1b	Design and construct center					PW&U	
1c	Continue working with service providers to ensure a mix of services and opportunities that best address the needs of the corridor.					CM	
2	Complete gateway and corridor landscape beautification*						
2a	Complete Tennyson corridor landscape beautification					MS	PW&U
2b	Complete Jackson corridor landscape beautification					MS	PW&U
3	Implement mental health comprehensive assessment teams (CATT) to provide targeted mental health services and avoid inefficient use of public safety resources						
3b	Roll out permanent CAT program (outside of County)					PD, FD	Lib, CS
4	Update comprehensive emergency services plan for community and staff						
4a	Update and approve community emergency plan					FD	MS, PW&U, PD
4b	Implement updated plan					FD	All
5	Update fire strategic plan						
5a	Update and adopt strategic plan					FD	
5b	Implement strategic plan					FD	
6	Plan library operations and hours to leverage the new facility						
6a	Conduct survey of library hours need and analysis of use					Lib	
6b	Conduct strategic planning and implementation					Lib	
7	Implement targeted illegal dumping prevention program*						
7a	Pilot programs and analysis					MS	PD
7b	Roll out permanent program					MS	PD
7c	Operation Clean Sweep					MS	
8	Implement Hayward Police Department Community Advisory Panel					PD	

Project		Proposed Timeframe				Departments	
*Needs Funding **Statutory Requirement		Y1	Y2 (21/22)	Y3 (22/23)	Y3+	Lead	Support
9	Expand existing support services offered by the Hayward Police Department Youth and Family Services Bureau to include life skills, education and restorative justice					PD	
10	Implement a strategy to compel Union Pacific to clean up their unsafe and blighted properties, mitigate public safety risk, and reduce inefficient use of staff resources					CM	CAO, DSD, PW&U, FD, PD, MS
12	Complete La Vista Park						
12a	Design La Vista Park					PW&U	
12b	Construct La Vista Park					PW&U	
13	Evaluate options for adding bathrooms to Heritage Plaza for Council consideration					PW&U	
14	Covid-19 Response						
15	Create and implement Homeless Encampment Task Force					DSD, PD, H, MSD	
16	Implement Solutions to Increase Community Safety						
16c	Implement Dispatch Needs Assessment and Capacity					CM, FD, PD	
16d	Implement Mobile Mental Health Response Team					CM, FD, PD	
16e	Implement District Command Behavioral Health Clinician					CM, FD, PD	
16f	Implement Behavioral/Mental Health Coordinator					CM, FD, PD	
16g	Implement Law Enforcement Community Internships					PD	HR
16h	Implement Neighborhood Participatory Budgeting					Fin, CM	
16i	Implement CSO Response to Property Crimes					PD	
16j	Implement HPD Training Curriculum Working Group					CM	PD, HR
18	Design and implement Online Library Programming					Lib	
19	Design and implement Library Curbside Service					Lib	
20	Design and implement Tech Lending Library					Lib	
21	Design and implement Bookmobile Program					Lib	MS

**Support Quality of Life
Year 1 Completed Projects:**

3a	Mental health comprehensive assessment teams (CATT): Assess findings from pilot
4c	Conduct a 'risk & resilience' assessment of water system and update emergency response plan**
11	Implement a vaping ban
14a	Establish Graffiti Relief Program
14b	Launch and run Food Distribution Operation
14c	Launch and run Covid-19 Testing Site Operation
14d	Operate Long-term Partial Activation of EOC, including rapid rollout of Veoci
16a	Conduct community engagement and public polling to understand community concerns
16b	Implement Policy Innovation Workshop
17	Implement Census 2020 Community Engagement